

Caltrans Project Delivery at

98%

Caltrans presents a Project Delivery Report to the California Transportation Commission (CTC) quarterly, and to the Governor and the Legislature upon completion of the fiscal year (FY). Beginning FY2014-15, Caltrans revamped the document to be a plain-language performance report, increasing transparency and accountability. New features in the report are:

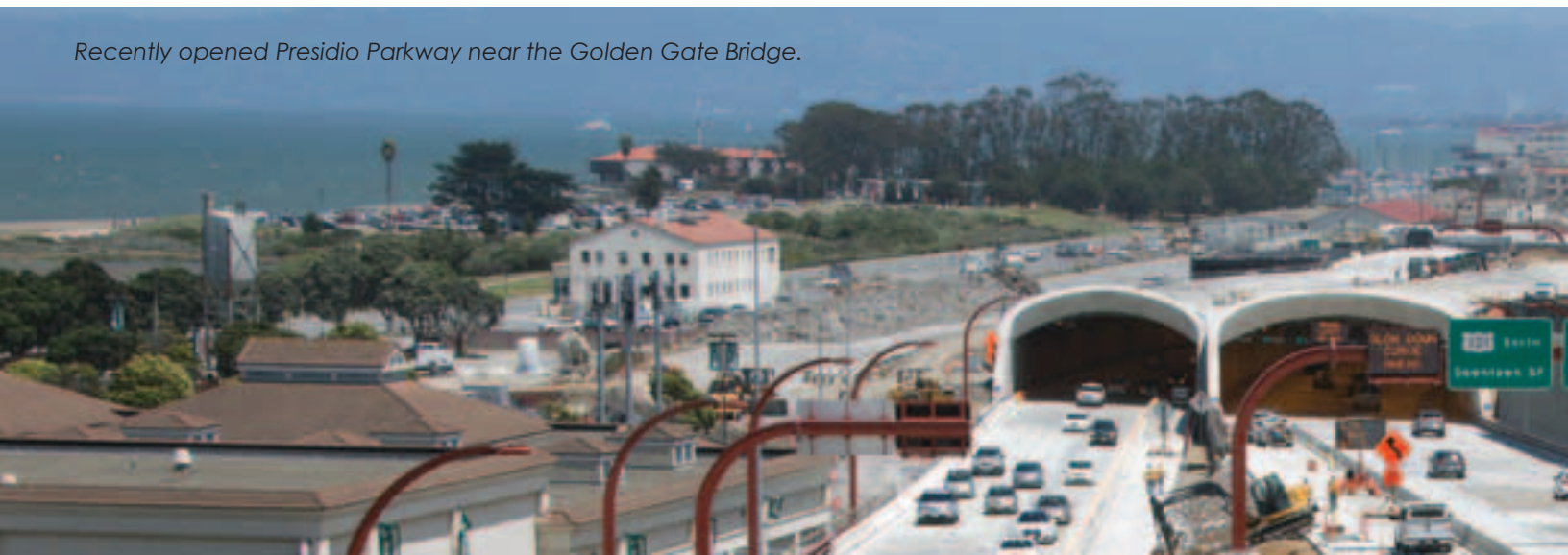
Measuring and Reporting Project Delivery Performance Measures

The executive summary includes a performance measure table, and nine project delivery-related measures to give the reader a snapshot of Caltrans' performance. The table provides a current status of the measures and an end-of-year forecast on project delivery performance goals. The report is divided into five sections: projects being delivered; projects being constructed; property being acquired; project approvals and projects that complete preliminary engineering and environmental documents; and project costs to the budget.

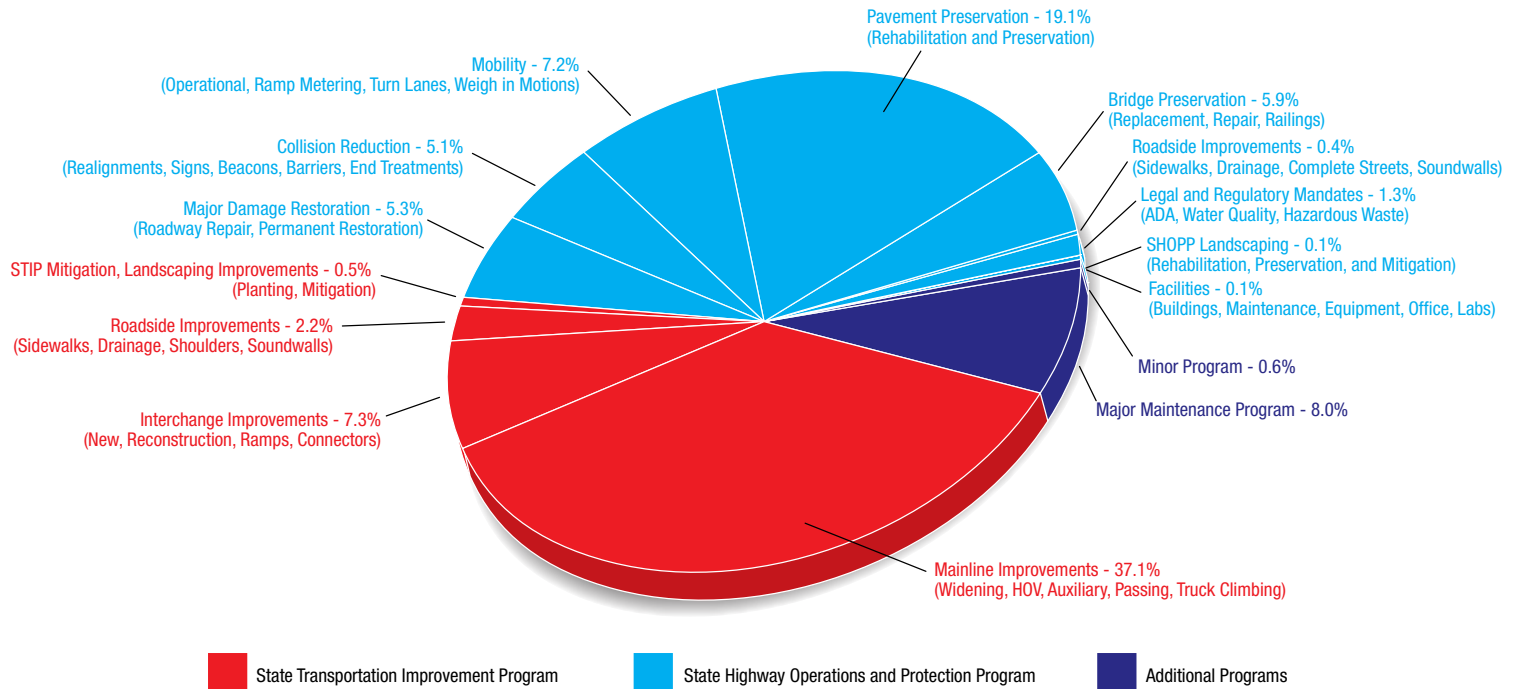
Project Delivery Performance for Fiscal Year 2014–15				
Measure	Annual Commitment			Goal Percent
	Delivered	Plan	Percent	
Delivery				
Projects Ready for Construction	337	343	98	100
Capital Value Ready for Allocation (millions)	\$2,465	\$2,633	94	100
Project Approval, Environmental Documents				
Projects Approved	225	258	87	90
Draft Environmental Documents Completed	59	74	80	75
Right of Way				
Projects Certified	324	335	97	100
Allocation Funds Committed (millions)	\$163	\$163	100	100
Construction				
Contracts Completed and Accepted	154	174	89	90
Closeout Costs				
State Transportation Improvement Program Costs	NA	NA	94	< 100
State Highway Operations and Protection Program Costs	NA	NA	91	< 100

Caltrans sets high Project Delivery goals, and this table shows that of the nine performance measures in Caltrans' 2014-15 Project Delivery Report, the department met its goals in four of them: draft environmental documents completed; allocation funds committed; and State Transportation Improvement Program, and State Highway Operations and Protection Program costs.

Recently opened Presidio Parkway near the Golden Gate Bridge.



Constructed Project Outcomes by Contract Value Percentages



The chart above shows the distribution of contract value percentages by category on contracts accepted in FY2014–15. Caltrans' primary programs are the STIP, the SHOPP, and local projects where the department provides project services. Mainline improvements in the STIP (the largest red wedge) and pavement preservation in the SHOPP (the largest blue wedge) made up about 56 percent, or more than half of the constructed projects in FY2014–15.

Planning and Measuring Project Outcomes

Dollar values are broken into categories of measurable project outputs, such as roadway preservation, bridge preservation and mainline (freeways). Operational improvement projects help the existing highway system function more

efficiently. System preservation projects, such as bridge and pavement rehabilitation help the highway system last longer and decrease maintenance costs. Safety projects reduce traffic fatalities and serious injuries. System expansion projects add capacity by adding lanes or constructing new highways.



Managing Project Delivery Risks

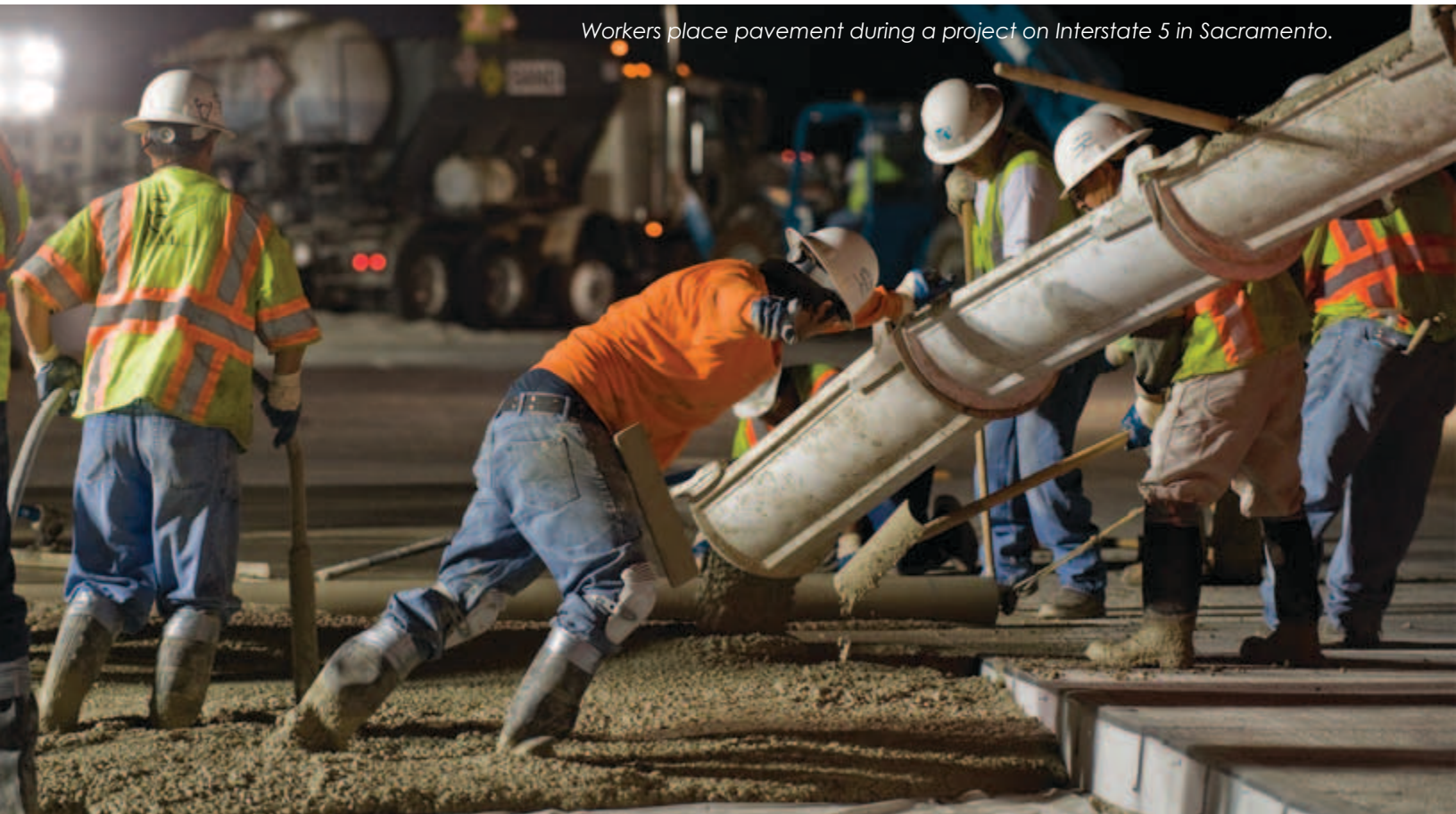
Caltrans has committed to a transparent “No Surprises” system of reporting that calls attention to project issues as they occur. A “[project watch list](#)” notifies the CTC members about projects that may require future action by the CTC. The watch list also provides insight for the public into the challenges that Caltrans faces when constructing projects. For example, projects often require Caltrans to reach agreements with permitting agencies and property owners before the project is ready for construction.

This graphic shows two examples from Caltrans’ Project Delivery “Watch List.” The project at the top is from the “Construction Projects Completed or Nearly Complete” section for a metal beam guardrail project on Interstate 10 in Los Angeles and is at high risk of needing future action from the CTC because it may need additional funds, or construction capital, to close out the project. The second item, a project to replace/retrofit a bridge deck on State Route 120 in Tuolumne County is at risk of not being delivered on time and of needing future CTC action, but in this case, the risk is low.

Project Watch List

County	Route	Description	Program	Capital \$	Support \$	Risk	Trend	Component
LA	10	Metal Beam Guardrail	SHOPP	\$2.7	\$3.3	H	=	Construction Capital
Additional funds may be needed to close out the construction contract. Issues include quantities (to meet field conditions), right-of-way delay, and costs to remove a fixed object. During construction, the contractor encountered existing underground electrical systems and buried man-made objects that conflicted with contract work. Crash cushions hit and damaged during construction need to be replaced. Work is safety related, not recommended to eliminate safety elements.								
Tuo	120	Replace Bridge Deck, Retrofit	SHOPP	\$13.7	\$5.8	L	=	Fiscal Year Delivery
Getting cooperative agreement approval from local agency for Stage construction, use of local road detour, and compensation for local road repair. Caltrans is devoting resources to work through risks and address concerns.								

Risks are categorized as: VH Very High H High M Moderate L Low
Trends are defined as: ↑ Higher = Same ↓ Lower



Workers place pavement during a project on Interstate 5 in Sacramento.

Fiscal Year 2014-15

“Contract for Delivery” Results

Caltrans delivered 98 percent—337 of 343—planned projects, and invested \$2.465 billion of \$2.633 billion, or 94 percent, of planned construction capital dollars.

Caltrans sets a high standard of 100 percent for project delivery, but also understands the value of taking intelligent and agreed-upon risks to deliver projects. Stakeholders are demanding faster and more efficient project delivery. Taking risks to be more efficient and deliver a program faster will likely lead to some projects not being delivered as committed, which is acceptable as long as the program is being delivered faster.

Caltrans staff statewide work hard with project stakeholders to negotiate the regulatory and permitting processes to secure project approvals and move them to construction. Sometimes projects can be challenging to deliver due to last-minute change requests and requirements to secure project approvals. Below is a summary of risks encountered on the six projects that were not delivered as planned:

Funding Challenges

Three projects were delayed due to challenges with lack of funding. Caltrans stopped work while the local agency secured appropriate funding to complete the projects. Additional funding was eventually secured, but it was too late to deliver within the fiscal year. This was the right decision in terms of stewardship, transparency and accountability.

Caltrans and its partners replaced a train truss in California's Inland Empire in 2014.

External Agreement Challenges

- One project was delayed because Caltrans took a risk with a less complex environmental document to deliver the project faster. A permitting agency, however, insisted on a more complex document to issue a permit, and Caltrans is developing the new environmental document. Based upon its experience with this project, Caltrans decided to prepare more complex environmental documents for three similar future projects.
- One project was delayed by a construction and maintenance agreement with a railroad. It is a complex location, and it was identified as a known risk before making the delivery commitment.
- One project was delayed because of a late need to change the mitigation site. The previously identified site was no longer appropriate. Mitigation was required to obtain a permit. Caltrans worked hard to obtain the new site, which is expected to be secured soon.

*Source: Division of Project Management
Contributor: Matt Bailey*

